



Housing Matters

2018 ANNUAL REPORT

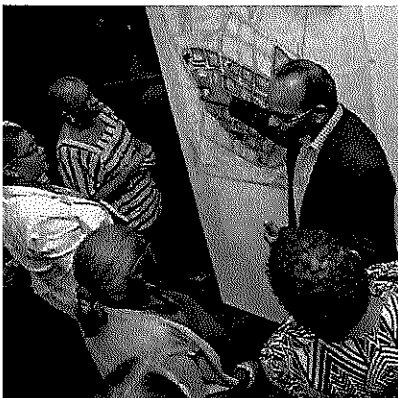




TABLE *of* CONTENTS

02

MESSAGE FROM THE
EXECUTIVE DIRECTOR

04

SENIOR MANAGEMENT
& ORGANIZATIONAL
CHART

09

HUMBLE AND BLESSED

03

COMMITTED TO
PEOPLE FIRST -
OUR BOARD OF
COMMISSIONERS

06

ST. PAUL'S AREA
TRANSFORMATION



08

ALICIA HARRISON IN
HER OWN WORDS

09

STEPPING OUT OF THE
COMFORT ZONE

10

ACCOMPLISHMENTS &
MILESTONES

16

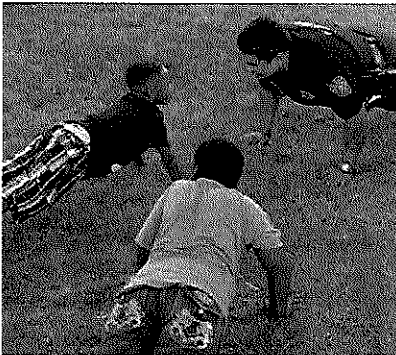
BUDGET OVERVIEW

19

STATISTICAL DIGEST

14

FAMILIES FIRST
PARTNERSHIPS



18

MAKING MOVES

18

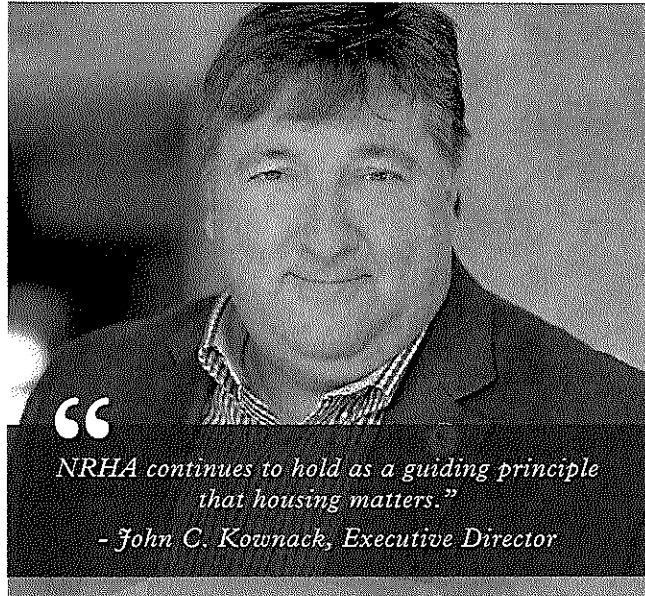
TAKING THE FIRST STEP



NRHA VISION
Quality housing choices in
neighborhoods where you
want to live.

NRHA MISSION
Provide quality housing
opportunities that foster
sustainable mixed-income
communities.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Norfolk Redevelopment and Housing Authority continues to hold as a guiding principle that *housing matters*. All successful achievements in life emanate from the opportunity to grow up in a stable and safe housing environment. From our recent \$30 million HUD grant award to transform obsolete public housing in the St. Paul's area to the development of new high quality rental and single-family for-sale homes, in the past year NRHA has enjoyed great success in its collaborative efforts to realize this principle by dramatically improving housing choices for families throughout the City of Norfolk.

On May 13, 2019, the U.S. Department of Housing and Urban Development (HUD) announced the award of a \$30 million Choice Neighborhoods Initiative (CNI) implementation grant for the redevelopment of Norfolk's Tidewater Gardens community. This CNI grant moves the redevelopment of Tidewater Gardens forward as the first phase of long-term comprehensive efforts to transform over 200-acres of the St. Paul's area. In addition to more than 4,200 individuals to be affected directly by the St. Paul's transformation, this long-term effort will also have impacts throughout the City and Hampton Roads.

The transformation of the St. Paul's area is anticipated to provide greater housing opportunities to all area residents. Still, there is legitimate concern and outright fear that some disadvantaged families and individuals may be harmed or left without suitable housing. We continue to receive input from neighborhoods throughout Norfolk who want to ensure that the effort to deconcentrate

poverty in one area of the City will not result in new concentrated poverty somewhere else. NRHA's Board of Commissioners remains committed to a transformation plan that meets the Guiding Principles called out on the opposite page.

Transforming the St. Paul's area and achieving systematic improvements in housing choices throughout Norfolk call for the use of all of the neighborhood revitalization tools that are highlighted in this Annual Report. To complement physical neighborhood improvements, we are fortunate in Norfolk to enjoy a collaborative and tolerant leadership environment that celebrates diversity and community engagement. Norfolk leadership recognizes the strength of community-based policy discussions and the benefits that accrue to all by building capacity among our most disadvantaged citizens. It is this nurturing civic environment that allows us to tackle significant financial and social challenges to deliver quality housing choices for all Norfolk families.

As we face a changing future, we look forward to enhancing collaboration with our community partners and furthering the provision of quality, sustainable housing choices for Norfolk families. Working together, we can shape Norfolk's future into one with bright opportunities for all in this place we call home.

John C. Kownack
Executive Director, NRHA

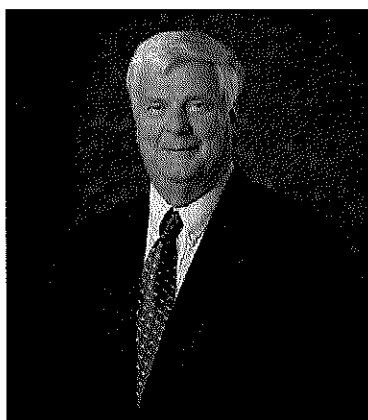


(Left to right) Top row: Richard Gresham, Joe W. Dillard Jr, Suzanne Puryear, Ken Benassi
Bottom Row: Alphonso Albert, Donald Musacchio, Rose Arrington

Committed to People First Our Board of Commissioners

The current model of public housing is not sustainable. Redevelopment of the St. Paul's area offers the possibility for creating a new vision of urban mixed-income communities surrounded by open space, safe walkways and streets that transforms the way residents view themselves and their neighborhoods.

For a shift of this magnitude to be successful, every NRHA resident in the St. Paul's area must be given the support and the skills to climb ladders of opportunity. Using a comprehensive case management model, this support is provided through the People First program. Each family is assigned a case manager who works with the family to determine self-sufficiency goals for the family. Once the family goal is set, individual plans for success are developed for each family member including children and seniors. NRHA's Board of Commissioners remains committed to six guiding principles that form the foundation of this human services transformation plan.



“

The St. Paul's Area offers the possibility for creating a new vision that transforms the way residents view themselves and their neighborhoods.”

- Donald Musacchio, Chair

GUIDING PRINCIPLES:



Community redevelopment decisions shall be family-focused and family priorities will be paramount in service delivery and relocation decisions.



Honoring the housing choices of families affected by the redevelopment of their communities shall be the highest priority.



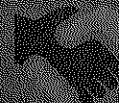
Collaborative partnerships shall be pursued to implement a human development plan that will include high quality supportive services in the areas of employment, education, public safety, housing services and health.



Economic development benefits can mitigate costs but not outweigh family-focused decision making.



Revitalization strategies shall strive to have positive impacts on surrounding neighborhoods.



Decision-making will reflect continuous input, transparency and feedback from residents and all other stakeholders.



Our Senior Management Team



Richard Archer
Human Resources Director



Stephen Blair
Neighborhoods Program Director



Delphine Carnes
Legal Council, Crenshaw Ware & Martin



Michael Clark
Development Operations Director



Mike Diaz
Information Technology Director



Terri Giuliana
Structured Finance Director



David Heim
Design and Construction Management Director



Pamela Jones-Watford
Housing Choice Voucher Director



John Kownack
Executive Director



Virginia Mack
Interim Chief Financial Officer, Budget & Compliance Director



Jennifer Moore
Communications & Government Relations Director



Donna Mills
Chief Housing Officer, Acting Property Management Director



Steve Morales
Neighborhood Projects Director



Kathy Mosley
Administrative Services Director



Rick O'Neal
Facilities Management Director



Scott Pontz
Finance Director



Lysandra Shaw
Neighborhood Projects Director

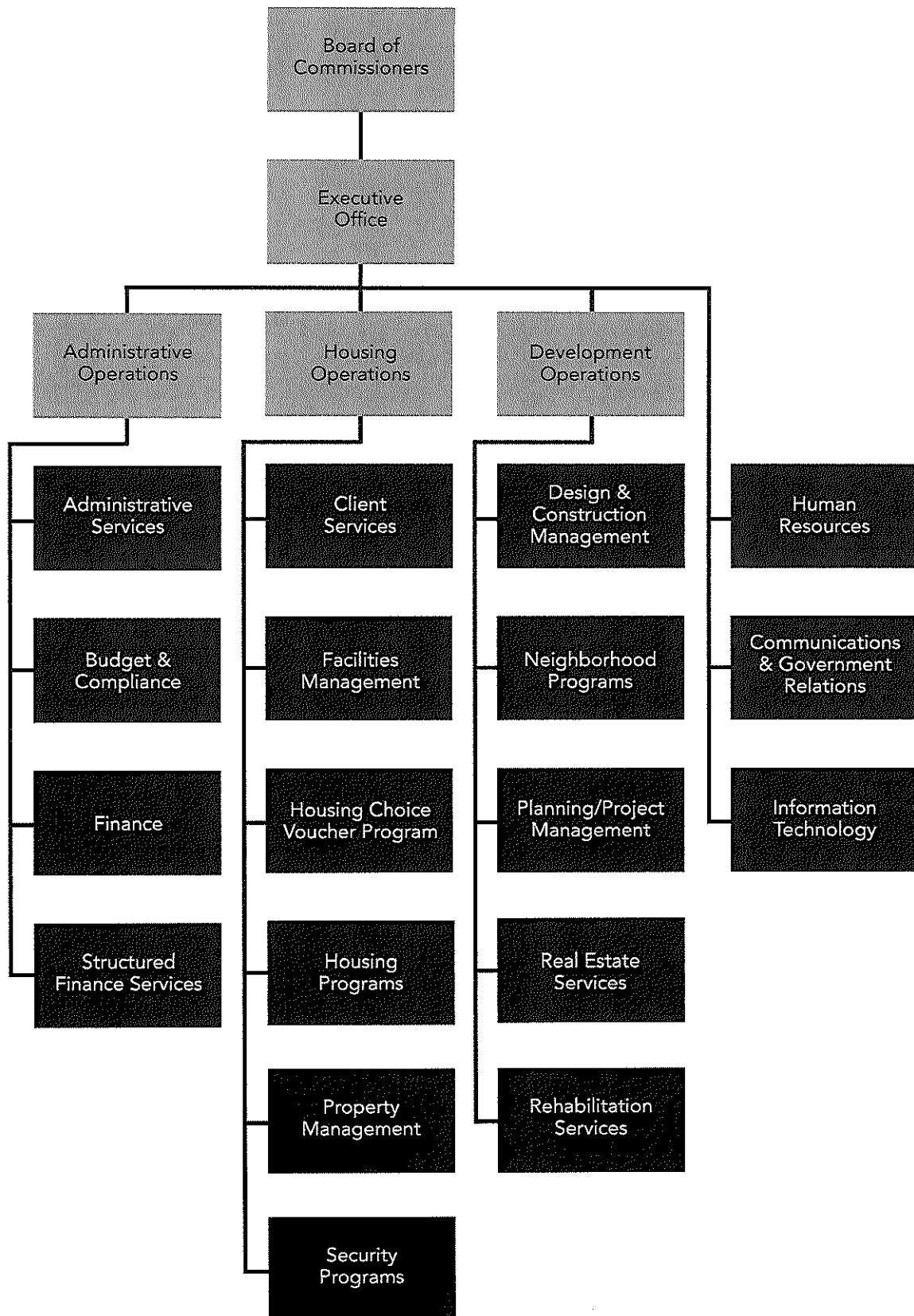


Yilla Smith
Client Services Director



Kim Thomas
Housing Programs Director

Organizational Chart



ST. PAUL'S AREA TRANSFORMATION

THE ST. PAUL'S AREA CHALLENGE

Transforming the St. Paul's area offers Norfolk one of the greatest prospects for economic uplift and expansion of housing opportunities in a generation.

The population of St. Paul's over 200 acres is 98 percent minority with a 70 percent poverty rate and a median family annual income of just \$12,000. The area encompasses three large public housing communities whose aging infrastructure has rendered them structurally and functionally obsolete. Tidewater Gardens, Young Terrace and Calvert Square provide 1,674 public housing units with a total 4,174 residents. Home to more than 2,200 children, the communities are served by two public elementary schools that are not meeting state educational standards. The concentration of poverty in these communities has fostered an area that presents health, economic and security challenges.

In contrast to the dynamic activity centers that border the area, St. Paul's is confronted with significant social and economic struggles. Limited economic activity results in low real estate tax revenue and a low jobs-per-acre ratio. Coastal and storm water flooding further impacts economic growth. Today, the area regularly experiences nuisance flooding during high tides and rain events. This flooding is expected to become catastrophic as sea levels continue to rise.

ENVISIONING A VIBRANT NEIGHBORHOOD

NRHA, the City of Norfolk and community partners envision breaking the cycle of intergenerational poverty by transforming the St. Paul's area into a vibrant mixed-income, mixed-use sustainable neighborhood.

The new St. Paul's area will offer green streetscapes with a wide range of mixed-income housing architecturally similar to other neighborhoods in the

City. A lively community street lined with shops, medical and social services will create a natural center for community activity.

The restoration of buried waterways will return watershed areas back to nature to create a greenway/blueway system of parks, open space and streets that will both manage storm water and flooding as well as provide connections to bike paths, trails and the Elizabeth River waterfront. The transformed St. Paul's area will be connected physically, socially and psychologically to the rich collection of cultural and educational assets in the Hampton Roads area.

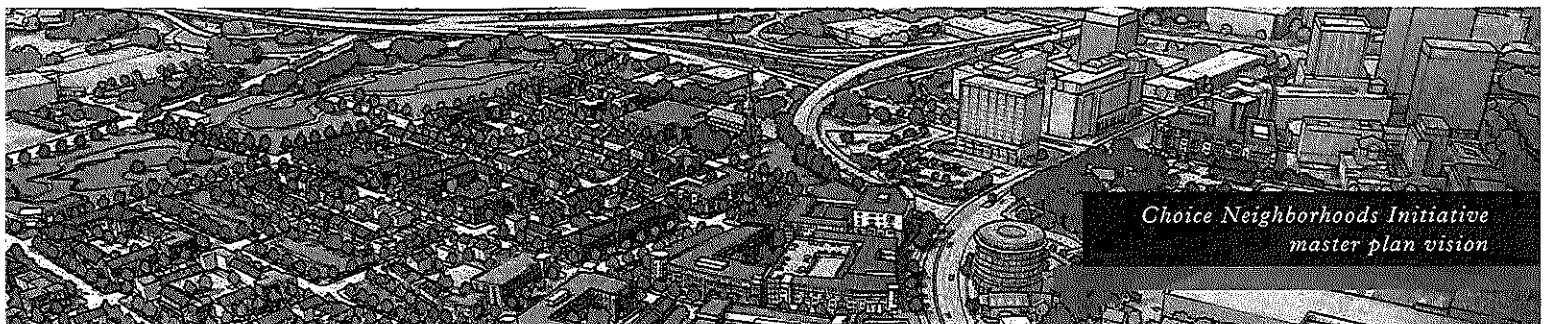
TRANSFORMATION PLAN GOALS

Beginning with Tidewater Gardens, the St. Paul's area transformation plan will ultimately require demolition of all three public housing communities - a project that will take place over many years and will significantly impact residents. The plan for the comprehensive revitalization of the area's neighborhoods, businesses and historic landmarks centers around three strategic goals: People, Housing and Neighborhood.

PEOPLE GOAL

Improve employment, income, health and children's educational outcomes for the households impacted by area revitalization.

NRHA, the City and NRHA's residents have collaborated to create the People First initiative that focuses on core inter-related areas: education; health, employment and self-sufficiency. Urban Strategies, Inc. (USI), a human services nonprofit organization, was awarded the contract to implement the program. A USI case manager has been assigned to develop a success plan for the family as a whole and personal success plans for each family member including children and seniors



that connect them with the resources they need to realize their personal self-sufficiency and upward mobility goals. These resources include:

- Workforce development
- Transportation
- Family self-sufficiency
- Youth services
- Economic opportunities
- Health and wellness
- Financial counseling

HOUSING GOAL

Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.

Brinshore Development, LLC, an award-winning developer with substantial experience with public housing transformation, was awarded the housing lead contract to implement the St. Paul's area Transformation Plan. Success requires simultaneously:

- Creating new housing options and choices for Tidewater Gardens public housing residents;
- Connecting the St. Paul's area to downtown Norfolk's mixed-income residential population and economic activity;
- Protecting the neighborhood through storm- and tidal-resilient design; and
- Helping repair generations of economic and racial segregation in Norfolk.

Most important, achieving this goal requires continuous community input and resident engagement as well as an unwavering commitment to the Guiding Principles.

NEIGHBORHOOD GOAL

Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets that are important to families' choices about their community including safety, good schools and commercial activity.

In order to attract public and private reinvestment in the St. Paul's area, the plan's neighborhood component must provide a re-design of the area that both withstands rising sea levels and creates a lively

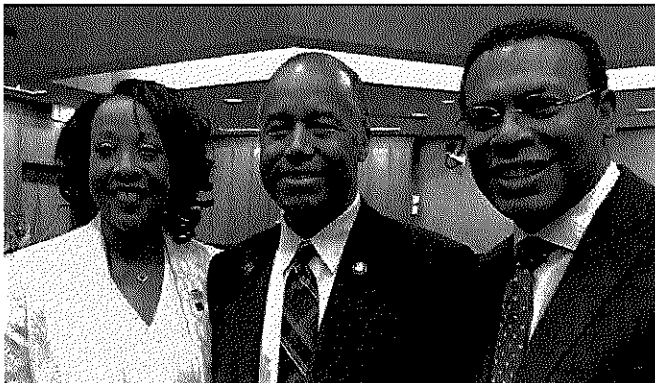
and attractive sense of community where residents will find commercial, residential, recreational and educational opportunities.

To accomplish this, the plan manages storm water by allowing Ohio Creek to return to nature creating beautiful greenway/blueway spaces. The mixed-income, mixed-use community offers a diversity of housing types for all ages and stages of life. Re-imagined street grids create meaningful connections through a pattern of neighborhood blocks and streets that make it a walkable and bikeable community. Additional street connections to the north, south, east and west of the St. Paul's area reconnect this currently isolated community to the rest of the city.

\$30 MILLION CHOICE NEIGHBORHOODS INITIATIVE IMPLEMENTATION GRANT AWARD

In May 2019, NRHA and the City of Norfolk were awarded a \$30 million FY 2018 Choice Neighborhoods Initiative Implementation grant from the U.S. Department of Housing and Urban Development to start the transformation process in Tidewater Gardens.

All 618 apartments in the community will be demolished in four phases taking place over a three- to five-year period with the first phase beginning in summer 2019. Ultimately, 709 new units will be constructed in Tidewater Gardens and the surrounding area. This will include a mixture of 200 replacement public housing, 280 affordable housing and 229 market-rate housing units.



Norfolk Councilwoman Angelia Williams Graves and Norfolk Mayor Kenneth Alexander accept the CNI grant from the U.S. Secretary of Housing and Urban Development Dr. Ben Carson.

THE PLEDGE

"We are going to develop housing choices that suit the needs and preferences of every Tidewater Garden resident who wishes to return to the area. If you want to come back, we will have a housing option that will meet your needs and that is affordable."

-John Kownack, NRHA Executive Director